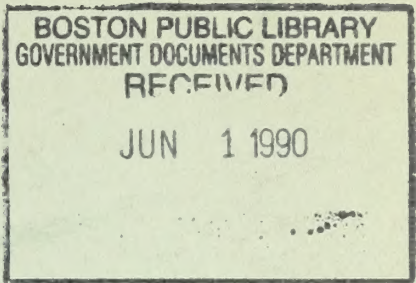


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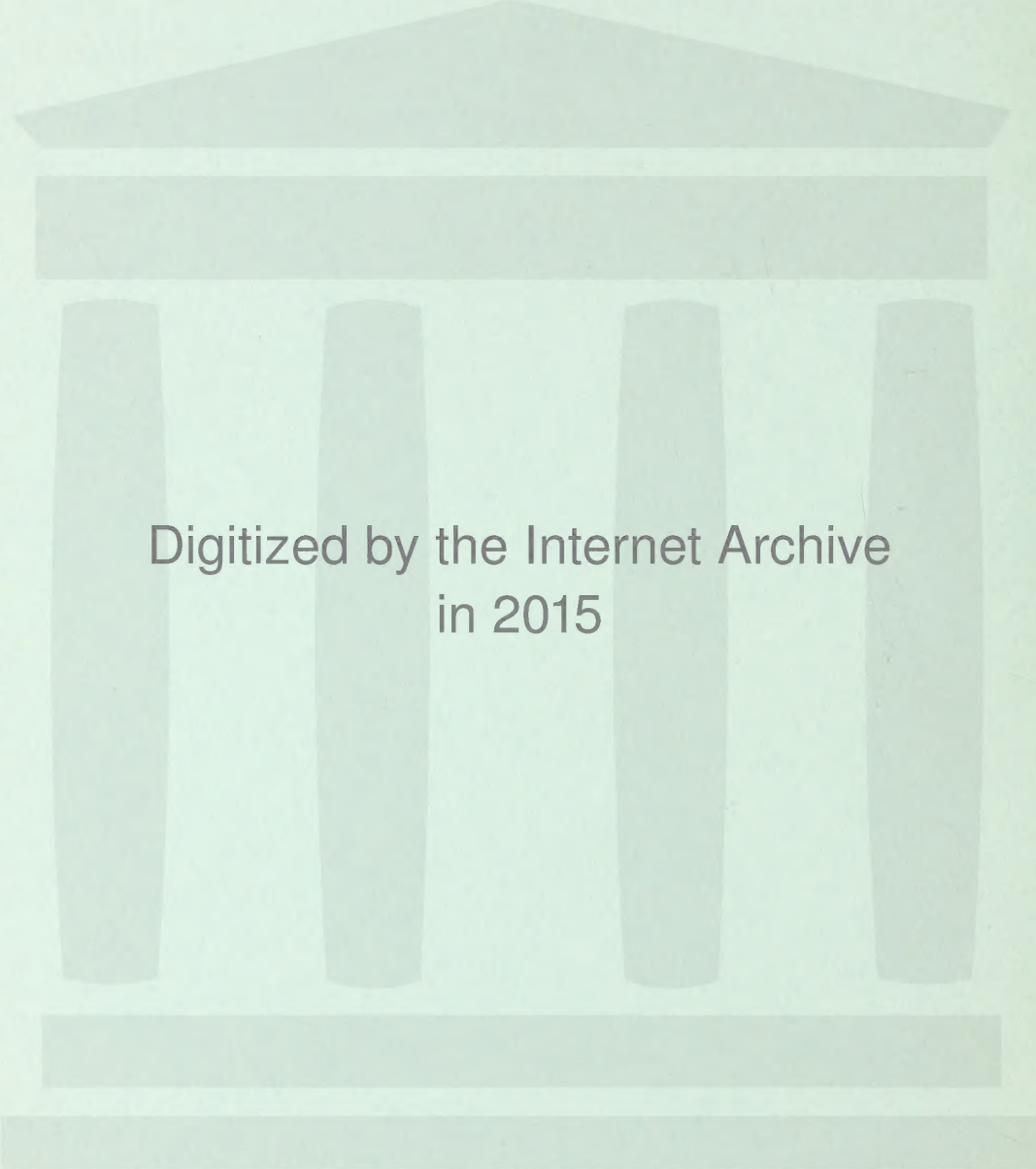
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REPORT ON SALARIES OF ELECTIVE AND EXECUTIVE POSITIONS IN
THE CITY OF BOSTON





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REPORT ON SALARIES OF ELECTIVE AND EXECUTIVE POSITIONS IN
THE CITY OF BOSTON

July 1961

Boston Municipal Research Bureau
294 Washington Street
Boston 8, Massachusetts

August 2, 1961

The Honorable John F. Collins
Mayor of Boston
City Hall
Boston, Massachusetts

Dear Mayor Collins:

Two or three months ago, at your request, the Bureau agreed to study the salaries paid to City of Boston officials and executive appointees, and to recommend salary adjustments needed to attract qualified men to the City's service. This has been done, and the results have been reviewed several times, not only by the Bureau's staff, but my Messrs. William H. Eastman and Donald M. DeHart. I send you herewith our report and its recommendations.

That this report has been in the making is known throughout City Hall, for executives and department heads had to be consulted for the purpose of learning the duties and responsibilities of their jobs. So far our recommendations have been carefully guarded, and other than the two individuals mentioned above, no one outside our staff has seen this report.

One problem that bothers us is how to be reasonably sure of the qualifications of the appointee for the job -- how to be sure that the City gets what it pays for. You will see that the report suggests controls for those jobs that require professional qualifications; such as, law, medicine and engineering. For the other posts we can suggest nothing other than fairly complete job specifications. If you wish us to do so, we should be glad to find out what, if any, solutions a few of the other large cities have found for this problem.

Respectfully submitted,

Maynard L. Harris
Chairman

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Enc.

FOREWORD

The City of Boston is one of the largest employers in Massachusetts. Operation of its government is a massive, ramified and extensive business that affects all residents within the city's borders and very many beyond.

To meet the demands of a modern city Boston must have elected officials and appointed administrators of quality. This means high-grade executive, legislative and administrative talent with a wide range of skills.

It is unrealistic to expect that such abilities will come from those solely dedicated to the public service or from those whose major qualifications are political affiliation with the chief executive. The alternative is to compete for such talents with other governments and with private industry.

Executives in government traditionally have not been as well paid as their counterparts in private industry. Moreover, Boston, as well as other cities, has been slow in bringing salaries for key executive positions more in line with the important duties and responsibilities involved.

It is unlikely that these positions will ever be as well paid as those in industry. Nevertheless, a narrowing of the gap between the pay of the two groups and recognition of the actual worth of governmental executive jobs must be developed in order to attract quality personnel.

Undoubtedly, a key factor in getting and keeping qualified executives is salary. It should be recognized, however, that many qualified candidates still will not vie for executive positions until the historical reputation of city service is changed and unless they can be insulated in some way from the common allegations of "graft", "incompetence", etc.

In this report, a detached and fresh appraisal was made of the requirements and responsibilities of 29 high-ranking administrative positions, as well as those of Mayor and City Councillor.

The result is a recommendation for generally-higher salary levels and a more rational salary structure for the City's top elective and executive positions. A corollary inseparable from the salary recommendations is that executive positions must be filled with truly-qualified people. In certain specialized areas such as law, health and engineering some qualifications should be spelled out in law. In addition, authorities or societies representing these professions might be called upon to assist in the selection of candidates. In those positions that are not professional, job specifications should be established.

Not all top administrative positions were considered of equal importance. Therefore, there was no suggestion that they all receive equal compensation. Positions were ranked according to their relative importance in the government structure. This brought not only higher salaries but also proper salary relationships.

In setting salary levels it was felt that the Mayor's salary had acted as an over-all depressant for many years. Moreover, established salary ceilings of department heads and other executive offices had acted in turn to depress salaries of the next lower echelon.

General consideration was given to compensation practices of other cities. Only slight recognition, however, was given to prevailing rates of pay for executive positions in comparable cities in setting salary levels. It is erroneous to assume that similar job titles elsewhere carry identical qualifications and operating requirements.

In carrying out its assignment, Research Bureau staff had the benefit of consulting a wide range of pertinent materials and data. Comparative salary data from large cities obtained by questionnaire and from the Municipal Year Book were examined. Information was obtained from the Department of Public Utilities on executive salaries of private utilities in the Boston metropolitan area and from local public authorities on their executive salary schedules.

Similar studies made recently in Philadelphia and Milwaukee were appraised

from the point of technique and methodology. General references for standards, guides and principles of the Public Personnel Association were evaluated.

All personnel filling executive positions involved except the Director of Civil Defense who was on vacation, the Collector-Treasurer and the Associate Commissioner of Assessing were interviewed. Responsibilities of the Associate Commissioners of Assessing were ascertained through interviews with their respective superiors and from available source material. Written statements of duties and responsibilities were received from all officials except the Collector-Treasurer.

The following report contains two sections: Conclusions and Recommendations and an Appendix. The Appendix contains a description of the evaluation method used and pertinent tabular materials.

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ASSIGNMENT AND GENERAL APPROACH

At the request of the Mayor of the City of Boston, with the approval of the Coordinating Committee, the Boston Municipal Research Bureau undertook the evaluation of salaries of top-level elective and executive offices of the City of Boston. Purpose of the study was to recommend a sound, realistic and equitable salary schedule reflecting differences in the requirements and responsibilities of the offices.

Included in the study were the positions of Mayor and City Councillor, department heads, top executive offices of City boards and commissions, second-echelon offices to which the Mayor makes appointments for specific terms and at salaries fixed by City ordinances, and administrative heads of institutions. Excluded were the state-appointed positions of Police Commissioner and Licensing Board of the City of Boston. Salaries for these positions are established by State statute.

Only the positions themselves were evaluated. Neither the incumbents nor the personal qualifications of the incumbents were taken into consideration.

The general technique used to ascertain distinctions and differences in position responsibilities and requirements was a modified point plan of job evaluation. This was treated as a discipline and guide to judgement rather than a mathematically-precise scoring instrument. It permitted the logical grouping of positions through the evaluation of a carefully-selected series of significant factors dealing with executive responsibilities and requirements.

The recommended array of salary groups can be used in the future as the basis for revising the salary schedule. Since the evaluation was done in the light of present conditions of duties, responsibilities, organization, personnel and budgets, future revision should take into account any changes in these conditions.

CONCLUSIONS AND RECOMMENDATIONS

Conclusions

1. City of Boston salaries for high-ranking elective and executive positions are generally on the low side. This conclusion comes from relating them to responsibilities and requirements of individual positions; from comparing them with salary levels of similar high-ranking positions in private enterprise; from comparing them with salary levels in city governments of comparable population, total number of employees, and operating budgets; and from comparing them with salary schedules of top echelons in large-scale public authorities of the Boston metropolitan area.

Executive salaries in the City of Boston are much lower than those of comparable ranks in private enterprise. The average compensation of chief executives for 605 companies in 25 industries throughout the country in 1959 ranged from \$61,000 for the smallest firms (those with net sales volume of \$30 million) up to \$133,000 for the largest firms (those with net sales volume of \$400 million).¹ These salaries included bonuses and deferred compensation. The Mayor's salary is one-third of the average salary for the group of smallest firms. Average salaries of officers below chief executive in private companies range from 23% to 77% of the chief executive's salary indicating that they are considerably higher than positions of comparable responsibility in the City of Boston.

The Mayor's salary is considerably below the salaries paid to chief executive officers of leading public utilities in the Boston metropolitan area. These range from \$55,000 to \$100,000. Salaries of lower ranking executive officers in these utilities are also considerably higher than those of similar ranks in the City of Boston. Their compensation extends upward from \$20,000 to \$60,000. Two of these three public utilities are far behind the City of Boston in total employees

1. P. 146, Exhibit II, "Trends in Executive Compensation", Arch Patton, Harvard Business Review, September-October, 1960.

and operating budgets.

Top salaries of several public authorities in the Boston metropolitan area and of the Boston School Department exceed those paid by the City. Executive salaries for the highest ranks in the Boston Redevelopment Authority range from \$18,000 to \$30,000. Executive salaries for the highest ranks in the Metropolitan Transit Authority range from \$16,000 to \$40,000. Executive salaries for the highest ranks in the Massachusetts Port Authority range from \$15,000 to \$25,000. Executive salaries for the highest ranks in the Boston School Department range from \$16,000 to \$25,000. Their programs are certainly not as extensive as the range of programs under the jurisdiction of the City of Boston.

2. There is considerable evidence of distortion and inequity in the City's salary schedule for executives. Furthermore, the effects of salary squeeze are evident throughout.

Prevalent inequities are attributable to several factors. An obvious factor is the failure to base salaries exclusively on responsibility differences alone and to determine these differences through careful evaluation. Another is the perpetuation of historical salary differentials between executive positions when making periodic salary revisions. Piecemeal salary adjustments, often of the across-the-board variety, and special attempts to overcome unbearable squeeze situations in certain specialized professional areas have aggravated existing inequities. For example, three positions at the City Hospital carry salaries in excess of the salary of the Director of Hospitals, their administrative head. In one case the salary differential is almost \$3500. At the Boston Tuberculosis Sanatorium the second-in-command receives \$751 more than his superior, the Superintendent and Medical Director.

Salary adjustments for executive positions have often been oriented toward incumbents rather than the positions.

Reorganizations from time to time have added considerably to executive

responsibilities and salary adjustments have failed to give proper credit to the real salary requirements of the new position.

Special arrangements to meet national market salary demands for certain professional positions have been resorted to. The Health Commissioner's salary of \$11,000 is being supplemented by \$7000 in private funds. There is only a two-year guarantee for this expedient.

In some cases executive positions have degenerated into part-time service because of low salaries.

Serious squeeze runs throughout the salary schedule. This is due mainly to the rigid barrier of the Mayor's salary and rising salary limits in the compensation plan for the classified service.

The gap between the salary of the Mayor and salaries of department heads continues to narrow. In 1936 salaries of department heads ranged from 30% of the Mayor's salary up to 50% of the Mayor's salary. With several exceptions, they now range from over 40% of the Mayor's salary to 75% of the Mayor's salary.

Similarly, salary gaps between executives and second-in-command subordinates continue to shrink. In the Fire Department the Chief of Department receives only \$60 less a year than the Fire Commissioner while the Chief Traffic Engineer in the Traffic Department receives only \$561 less a year than the Chairman of the Boston Traffic Commission.

Salary ratios between the Mayor and rank-and-file employees and between executive officers and rank-and-file employees have also shrunk. In 1936 there was a 20 to 1 ratio between the Mayor's salary and the salary of a beginner's clerk. The ratio between the salary of ranking City executives and the salary of a beginner's clerk ranged from 10 to 1 down to $3\frac{1}{2}$ to 1. At present these ratios are 7 to 1 in the case of the Mayor and the beginner's clerk and from 5 to 1 down to 3 to 1 in the case of ranking City executives and the beginner's clerk.

The Mayor's salary of \$20,000 acts as a practical ceiling on most City

executive salaries. It has remained unchanged since 1924 except for a temporary reduction to \$17,000 during the early depression. In general, salaries of top ranking City executives have increased from 20% to 60% during the past 25 years. By way of contrast, the beginner's clerk salary during this same period has increased by over 180% while the salary of police officers and fire fighters has climbed by over 160%.

Salaries of executive positions responsible to boards - Director of Hospitals, Director and Librarian, Director of Public Assistance, Executive Officer of the Retirement Board, and Superintendent of the tuberculosis and chronic disease hospitals - have kept more in line with the realities of their responsibilities than those of department heads appointed by the Mayor. In most cases these are specialized professional areas in which the incumbents serve under protection of Civil Service tenure or enjoy long service at the pleasure of their boards.

3. The proposed salary levels for executive positions are inseparably tied to the corollary that the positions must be filled with truly-qualified people. In other words, the salary recommendations are not valid without provisions that will ensure determined efforts for getting qualified personnel.

Except for generally-applying language in the City Charter that all heads of departments and members of municipal boards "shall be recognized experts in such work as may devolve upon the incumbents of said offices, or persons specially fitted by education, training or experience to perform the same....."¹ and the provision in the Building Code applying to the Building Commissioner, there are not even minimum legal qualifications for City of Boston executive offices. Even where they obviously require specialized backgrounds such as the office of Health Commissioner, Corporation Counsel, and Director of Hospitals, there are none. Most of the more modern large-city charters require minimum qualifications at least for specialized positions.

For these positions qualifications or standards can be spelled out in the City's Charter. In addition, a selection or approval committee from professional

1. Section 9, Chapter 486, Acts of 1909 as amended.

societies representing these fields or authorities in the fields - Boston Bar Association, Deans of local medical schools, etc. - might be formed to assist in getting qualified executives.

For the less specialized positions job specifications can be established.

Another corollary is that legal provision should be provided requiring full-time service from all City executives in the position concerned. It should forbid the City executive from engaging in any other occupation, profession or employment.

Salary Recommendations - General

The proposed salary schedule for elective and executive positions is sound, realistic and equitable.

It was constructed with several objectives in mind:

1. It must be high enough to enable the City to compete successfully for executive talent.
2. It should compare favorably with those of private industry and other governmental agencies.
3. Specific salaries for groups of executive positions should be commensurate with the responsibilities and requirements of the positions and indicate competitive administrative relationships.
4. Specific salaries for groups of executive positions should provide proper gaps between the several executive levels within major organizational units.
5. Specific salaries should put the executive in proper salary relationship with the rank and file.

The recommended range of salaries for all groups of executives takes into account the salary levels of top positions in the classified service both covered by the City compensation plan and exempt from the compensation plan. It recognizes only slightly the prevailing rates of pay for executive positions in cities of comparable size and in large governmental agencies of the Boston metropolitan area. It is virtually impossible to compare responsibilities even when titles are similar.

The general level of salaries proposed is lower than that found in private employment. It is not so low, however, as to restrict the selection of City executives only to those who can afford heavy financial sacrifice, limited tenure of office and the hazards of City service. It is high enough to attract competent persons who are willing to accept the challenges and opportunities of City service and the public recognition attending such service.

Exclusive comparison with salaries paid in private employment shares the virtual impossibility of comparing public executive responsibilities . In some instances the scope of responsibility borne by City executives is greater than their counterparts in the private sector. The problems of public officials are often as complex or more complex. The expense and capital budgets which they control are as large or larger. The number of employees for whom they are responsible is as great or greater. On the other hand, financial reward for executives in private enterprise is closely geared to profit results which are not available as measures of performance in the public sector. The growing importance of non-cash compensation for executives in private employment - expense allowance, bonuses, profit-sharing, stock-purchase options, etc. - makes exclusive comparison with private salaries very risky. Furthermore, it is unlikely that the taxpaying public is ready to accept equal pay for public and private executive positions as a cardinal principle of public salary policy.

The new salary ceiling of \$32,000 for the office of Mayor in the proposed schedule is a more realistic reflection of the importance and worth of the top position in the City of Boston and a more reasonable limit within which to establish fair salary levels for all City executives.

The salary range for executives in the regular hierarchy extends from \$12,000 for the bottom group to \$22,000 for the highest group. There are nine

groups within this schedule with allocations of positions to a particular group based on present conditions of organization, budgets, personnel, policy responsibilities, etc. and other factors measuring their relative importance.

Salaries for hospital executives and the administrative head of the Library Department were established without reference to the salary framework of the regular hierarchy. These positions are responsible to boards whose members serve terms overlapping that of the Mayor. They are highly professionalized positions of leadership in which the national salary market is the key to what the City must pay.

The salary relationships between the position of Mayor and all executive positions are in line with executive salary relationships found in private enterprise.

The minimum salary of \$12,000 in the schedule is above the \$9,748 - \$11,314 range for Grade 43 in the City's compensation plan for the classified service. This is the highest grade number now in use below the executive officer level.

The \$12,000 - \$22,000 range of salaries for the regular hierarchy is generally in line with the compensation range of executives in those large cities with operating budgets and total employees comparable to the City of Boston. It is lower than the compensation range of executives in private enterprise of comparable scale.

Salary Recommendations - Specific

1. Mayor Present Salary - \$20,000 Proposed Salary - \$32,000

The proposed salary of \$32,000 for the office of Mayor represents a compensation level that more realistically reflects the heavy responsibilities and duties of the office. This judgment is based on a number of considerations.

Boston has a "strong mayor" form of government. Even among cities with this same governmental structure, Boston's Mayor holds a relatively high position in terms of power. His control over the City's finances is practically absolute.

His decisions on financial matters cannot be overridden by the City Council.

His appointments to positions of department heads do not require confirmation. Only appointees to the Boston Housing Authority and Boston Redevelopment Authority must be confirmed. Moreover, terms of appointees for the most part are coterminous with that of the Mayor.

His operating budget is about \$125 million. His budget responsibilities are exceeded only by New York, Chicago, Philadelphia, Los Angeles and Detroit. The City Council in its review of the Mayor's budget requests can only approve or reduce them. It cannot increase them.

There are ~~some~~ 15,000 employees in permanent positions of City and County departments and agencies. New York, Chicago, Philadelphia, Los Angeles, Detroit, Baltimore and San Francisco are the only cities exceeding this total.

The range of governmental activities over which the Mayor of Boston must exercise a high level of executive judgment is equal to or greater than most of the large cities. Several governmental functions are city responsibilities in Boston where they are the responsibility of the county, state or other governmental body elsewhere.

The proposed salary is more nearly equal to the salary levels of the Mayors of San Francisco and Philadelphia and the City Manager of Cincinnati. In San Francisco, which is more comparable to Boston in terms of area, population, total employees, operating expenditures and governmental structure, the Mayor receives \$31,980. The proposed salary is also comparable to the salary of the Mayor of Los Angeles when his expense allowance is added to the regular salary. It is still far lower than the level of salaries in business and industry for positions requiring comparable capabilities and experience.

A dominant influence in the proposed salary is the present salary level of the City's Development Administrator and the General Manager of the Metropolitan Transit Authority.

2. City Council

President	Present Salary - \$5,000	Proposed Salary - \$10,000
Members	Present Salary - 5,000	Proposed Salary - 8,000

There is no convenient way to compare the duties and responsibilities of a legislative position with those of administrative officers. Therefore, evaluation of duties and responsibilities of members of the City Council and of the President of the City Council was handled separately from evaluation of executive positions.

The President of the City Council was interviewed both in his capacity as a Council member and as President.

Consideration was given to the fact that the position of City Councillor is part-time. Actual legislative work required by City Council meetings and committee hearings and meetings average $1\frac{1}{2}$ to 2 days per week. Attention to problems of individuals, groups and neighborhoods at City Hall and outside of City Hall beyond regular legislative activity differs from Councillor to Councillor. It does add to the time-consuming nature of the work. Little consideration was given to the unique fact that the City Councillors are commissioners for Suffolk County because time spent in this capacity is negligible. Councillor salaries were generally related to the Mayor's salary. At present, they are equal to 25 per cent of the Mayor's salary. The proposed figure of \$8000 would retain this relationship.

With respect to the President of the City Council, consideration was given to the extra responsibilities and time-consuming duties of the office. Several times throughout the year he must act as Chief Executive in the absence of the Mayor from the city. He must participate regularly in many ceremonial functions. The number per week varies with the amount of ceremonial activity delegated by the Mayor but, in general, some time each week must be devoted to these duties. Several cities, notably Philadelphia, Baltimore, Cleveland, St. Louis and Buffalo, give the President of the City Council more money.

Among 16 large cities with Mayor-Council systems, the present salary for City Councillor in Boston ranks 12th. The proposed salary would raise this ranking to 7th.

Of 5 large cities with City Councils entirely elected on an at-large basis, Boston's salary ranks next to last. The proposed salary would not change the ranking, but would greatly reduce the dollar gap between Boston's figure and those of the second and third cities.

Review of City and County operating budget requests and appropriating money therefor is a major responsibility of the Boston City Council. Of the 16 large cities compared, Boston ranked 5th in operating budgets as measured by total dollars. The City Council can initiate loan orders and must approve all loan orders. It can establish and amend the classification and compensation plans for Suffolk County officers and employees.

The present salary for City Councillors dates back to 1952 when the new Plan A City Council took office.

The proposed salaries can become effective only if made in accordance with Chapter 39 of the General Laws. This calls for the City Council itself to pass an ordinance providing for the increase and the ordinance to be approved by a majority of registered voters voting at the next regular municipal or state election.

3. Appointive Positions (Regular Hierarchy)

The present and proposed salaries of executive positions in the regular hierarchy are listed below.

		<u>Present</u>	<u>Proposed</u>
Group I	Director of Administrative Services	\$15,000	\$22,000
	Commissioner of Public Works	13,500	22,000
Group II	Health Commissioner	11,000 ^a	20,000
	Corporation Counsel	13,500	20,000
Group III	City Auditor	12,000	19,000

		<u>Present</u>	<u>Proposed</u>
Group IV	Collector-Treasurer	\$12,000	\$18,000
	Director of Public Assistance	12,000 ^b	18,000
	Fire Commissioner	12,000	18,000
	Commissioner of Assessing	13,500	18,000
Group V	Building Commissioner	11,000	16,000
Group VI	Purchasing Agent	9,500	15,000
	Commissioner of Real Property	9,500	15,000
	Commissioner of Parks and Recreation	11,000	15,000
	Chairman, Boston Traffic Commission	9,500	15,000
Group VII	Supervisor of Budgets	9,500	14,000
	Penal Institutions Commissioner	8,500 ^c	14,000 ^d
	Director of Civil Defense	10,500	14,000
Group VIII	Supervisor of Personnel	9,500	13,000
	Associate Commissioner of Assessing (2)	12,000	13,000
Group IX	Chairman, Election Commission	8,500	12,000 ^e
	Veterans' Benefits and Services Commissioner	8,500	12,000
	City Clerk	10,000	12,000
	Executive Officer, Boston Retirement Board	8,195 ^f	12,000
	Assistant Commissioner of Real Property	8,500	12,000

- a. Plus \$7000 from private sources.
- b. Grade 48, City Compensation Plan.
- c. Plus maintenance and living quarters.
- d. Less maintenance and living quarters.
- e. Salaries of members of Election Commission should be related to this salary.
- f. Grade 32, City Compensation Plan.

4. Special Appointive Positions

The present and proposed salaries of special executive positions are listed below.

	<u>Present</u>	<u>Proposed</u>
Director of Hospitals	\$20,553	\$25,000
Superintendent, Long Island Hospital	10,610 ^a	14,000 ^a
Superintendent and Medical Director Tuberculosis Sanatorium	10,563 ^a	14,000 ^a
Director and Librarian	17,910	20,000

- a. Plus maintenance and living quarters.

Several considerations led to establishment of the salary of the position of the Director of Hospitals at \$25,000. The tremendous scale of its responsibilities and the unusual professional and administrative requirements of this executive

position puts it in a class by itself. Subject to the Rules and Regulations and policies of the Board of Trustees the Director of Hospitals is responsible for the over-all management of three large institutions - a general hospital of over 1300 beds, a tuberculosis sanatorium of 590 beds, and a chronic disease hospital with facilities for 700 hospital patients and over 400 dormitory patients. The Hospital Department budget is about \$19 million. Several million dollars a year are spent on capital improvements. Extraordinary plant responsibilities accompany the position - 14 acres with 35 major buildings plus several minor buildings at City Hospital; 27 acres with 12 major buildings plus several minor buildings at the tuberculosis sanatorium in Mattapan; and 216 acres with 19 major buildings and several minor buildings at the chronic disease hospital on Long Island.

There are some 4300 permanently authorized positions in the department. The Director of Hospitals serves as Superintendent of the City Hospital as well as administrative head of the entire department.

There are now three positions at the City Hospital with salaries of \$22,000 or more. The highest paid position in this group - the Director of Radiology - receives \$24,000. A salary of \$25,000 for the Director of Hospitals would restore a normal superior-subordinate salary relationship.

Salaries of the administrative heads at the Long Island Hospital and the Tuberculosis Sanatorium have been established at \$14,000 plus maintenance and living quarters. This would bring their salaries more in line with the responsibilities of the positions and with prevailing compensation rates of similar state and county institutions in the Boston area and in Massachusetts.

Superintendents of the county-operated tuberculosis institutions in Massachusetts receive \$12,200 plus maintenance and living quarters. No county tuberculosis hospital in the state comes close to Boston's Tuberculosis Hospital in bed capacity or operating budget. The largest county institution, Middlesex,

has a bed capacity of 350 versus Boston's 590, and an operating budget of \$1.6 million versus Boston's \$2.2 million.

Superintendents of state-operated tuberculosis institutions receive from \$11,908 to \$15,106 a year. Deductions are made for maintenance and living quarters. Of the three state institutions, none has a bed capacity in excess of 230 or an annual operating budget in excess of \$1.6 million.

The administrative head of the Lemuel Shattuck Hospital for chronic diseases receives from \$12,948 to \$16,458 a year while the administrative head of the Tewksbury Hospital for chronic diseases receives from \$11,375 to \$14,495 a year. Deductions are made for maintenance and living quarters.

The special characteristics of the Library Department, particularly the nationally-recognized reference and research facilities, and the unusual professional requirements of its top administrative position dictate separate consideration of the salary of Director and Librarian. This salary is not very much out of line from the point of view of the national competitive market for library administrators of large public library systems. A proposed salary of \$20,000 would give the position a proper rank among the positions of chief librarian throughout the country. It would be exceeded only by the salaries of the following large-city library administrations - the New York Public Library, with its \$12 million operating budget and total staff of over 2100; the Los Angeles Public Library, with its \$5 million operating budget and total staff of almost 900; and the Brooklyn Public Library with its \$5.7 million operating budget and total staff of over 800. Boston's Library Department has an operating budget of \$3.6 million and a total staff of over 600.

A P P E N D I C E S

APPENDIX - I

EVALUATION METHOD

The ultimate objective of job evaluation is to establish salaries. All positions do not have the same degree of difficulty or responsibility. Through evaluation the importance of each position as related to operation of the City's entire program can be determined. Because it is a systematic way for determining the relative value of each position, job evaluation permits construction of a defensible scale of salaries.

At most, job evaluation is a tool, not a perfect mechanism. It must be used with care.

There are several job evaluation systems currently in use. Each has relative advantages and disadvantages. Some are more adaptable to a particular situation than others. After careful study of available systems, a modified point system was chosen as the method of evaluating the several positions **included** in this report.

The point system allows evaluation of a group of executive positions by giving consideration to basic factors of administrative responsibility common to all positions. Under this system each position is measured against the same factors and subjective judgements are kept to a minimum. The **systematic** review of all factors brings consistent results.

The chief disadvantages of the point system, besides being time consuming, is that selection and definition of factors and the values applied to each is done arbitrarily. Because of the small number of positions covered in this report and because of the peculiar nature and characteristics of City service, the limitations of selection and definition are narrowed considerably. Thus the amount of arbitrary judgement is kept at a minimum.

The following 12 factors were chosen:

Factor No. I - Policy Responsibility

This factor measures the degree of responsibility involved in the position for making or recommending policies or regulations. Distinction is made between making policy alone or as a member of a board or commission. Appropriate consideration is given to the extent of policy recommendation required by the position.

- A. Sole responsibility for making policy or regulations
- B. Shared responsibility for making policy or regulations
- C. Extensive responsibility for recommending to others policy or regulations
- D. Limited responsibility for recommending to others policy or regulations

Factor No. II - Judgment and Decision

This factor measures the number of decisions, the relative importance of the decisions, and the difficulty of arriving at decisions which are required by the position.

- A. Requires major decisions which must be made carefully and rapidly usually without advice of others, based on broad policy interpretations.
- B. Requires decisions where only general procedures or precedents are available, usually without advice of the executive to which the position reports. May be highly technical or specialized work.
- C. Requires frequent decisions, some of which must be made without advice. Clear cut precedents not always available as a basis for decisions.
- D. Requires decisions which may affect own work or that of others, some of which are made without advice. Clear-cut precedents available as a basis for decisions.
- E. Require routine decisions as to course of action and order of work for own duties, or that of others. All facts easily obtainable. Follow established precedent.
- F. Requires minor degree of judgment to make decisions affecting own work only. All facts available. Detailed instructions received.

Factor No. III - Operating Responsibility

This factor measures the scope and importance of programs for which the position is responsible.

- A. Broad range of major programs.
- B. Moderate range of major programs.

- C. Limited range of major programs or broad range of minor programs.
- D. Moderate range of minor programs.
- E. Limited range of minor programs.

Factor No. IV.- Fiscal Responsibility

This factor measures the responsibility for finances other than operating and capital budgets. Consideration is given to financial controls, collections, investments and rate fixing in accordance with total amounts of money involved.

- A. \$200 million and over
- B. \$100 - \$200 million
- C. \$1 - \$100 million
- D. Under \$1 million

Factor No. V - Budget Responsibility

This factor measures the responsibility of the position in terms of size of the department's operating and capital budgets. The importance of the position is reflected equally by the operating budget and the capital budget. The creative requirements of initiating, planning and carrying out capital projects are also credited in this factor.

A. Operating Budget

- \$10 million and over
- from \$5 to \$10 million
- from \$3 to \$5 million
- from \$2 to \$3 million
- from \$1 to \$2 million
- from \$250,000 to \$1 million
- under \$250,000

B. Capital Budget

- \$2 million and over
- from \$1 to \$2 million
- from \$500,000 to \$1 million
- from \$100,000 to \$500,000

Factor No. VI - Supervisory and Staff Responsibilities

This factor measures the number and kind of personnel for whom the executive is responsible. Consideration is given to the number of professional, technical or specialist personnel supervised as well as the total number of employees controlled.

A. Total Number of People for Whom the Executive is Responsible

3000 and over
2000 - 2999
1000 - 1999
750 - 999
500 - 749
250 - 499
100 - 249
50 - 99
10 - 49
Below 10

B. Total Professional, Technical and Specialist

150 and over
51 - 149
26 - 50
11 - 25
1 - 10

Factor No. VII - Responsibility for Safety of the Public

This factor measures the degree of responsibility for the operation of programs specifically dealing with public safety and public health as well as protection of the City's interest.

A. Responsibility for Public Health and/or Safety

Major concern required
Considerable concern required
Little concern required

B. Responsibility for Protection of City's Interests

Major concern required
Considerable concern required
Little concern required

Factor No. VIII - Legal Responsibilities Beyond Direct Operating Responsibilities

This factor measures the amount of time devoted to legal responsibilities beyond direct operating responsibilities and gives credit for the number of board and/or commission memberships required by the position.

A. Time Spent Fulfilling Extra Legal Responsibilities

Considerable amount of time required
Moderate amount of time required
Small amount of time required

B. Number of Boards or Commissions Serving on

Over 3

2 - 3

1

Factor No. IX - Unusual Mental and Physical Effort Required to Fulfill the Responsibilities of the Position

This factor measures the amount of unusual mental and physical effort required in order to fulfill the responsibility of the position. Consideration is given to frequency of outside visits, visitors, complaints, emergencies, attending meetings, conferences and speaking engagements required by the position beyond routine operational demands and outside of normal working hours.

- A. Unusual effort constantly required
- B. Unusual effort frequently required
- C. Unusual effort occasionally required

Factor No. X - Responsibility to other City Departments or Agencies, or to Other Governmental Jurisdictions

This factor recognizes the extent to which the position may be responsible to other city agencies or departments or to other governmental jurisdictions either legally or by request.

- A. Considerable responsibility to other agencies, departments, or jurisdictions
- B. Some responsibility to other agencies, departments or jurisdictions

Factor No. XI - Responsibility for Confidential Aspects of the Position

This factor recognizes the responsibility for matters of personal and confidential nature and gives credit to the importance of the confidential matters involved.

- A. Confidential matters of major importance
- B. Confidential matters of considerable importance

Factor No. XII - Qualifications Required by Statute or Ordinance to Occupy the Position

This factor gives credit for requirements by statute or ordinance of formal education, technical title, license, registration or Civil Service examination in order to qualify for the position.

- A. Formal education, technical title, license, registration or Civil Service examination required.

The proportionate value of each factor was determined in relation to the operation of the city government. Points were then allocated to each factor according to the proportions from a scale of 1000 points. A 1000-point scale was chosen because it was most likely to produce a significant point spread between the several positions.

Each factor was broken down into degrees and each degree assigned a number of points from the total points given to the factor in accordance with the importance of the degree.

Every position then was measured against each factor and each degree, and corresponding points were awarded. The sum of the points awarded for all factors yielded a total point score per position.

The scores resulted in a ranking of positions in order of relative importance. Within the ranking the positions grouped naturally around several point levels. Finally, salary levels were established for each group of positions.

All factor determinations and point allocations were based solely on the judgment of Bureau staff.

The number of points allocated to each factor are shown below:

TABLE OF FACTORS AND WEIGHTS

<u>Factor</u>	<u>Points</u>
I Policy Responsibility	175 points
II Judgment and Decision	175 points
III Operating Responsibility	150 points
IV Fiscal Responsibility	110 points
V Budget Responsibility	100 points
VI Supervisory and Staff Responsibility	100 points
VII Safety of the Public Responsibility	80 points
VIII Legal Responsibility beyond Operating Responsibility	45 points
IX Unusual Mental and Physical Efforts	35 points
X Responsibility to other City Departments or Agencies or to other Governmental Jurisdictions	15 points
XI Responsibility Requiring Confidential Aspects	10 points
XII Qualifications Required	<u>5 points</u>
Total Points	1000 points

Total point scores for positions ranged from 185 to 795. Position scores were distributed evenly throughout this range. The point system displayed significant numerical spacing between each position and between each group of positions. To this extent it achieved its purpose. The positions and point levels are listed below. These are not the actual point scores for each position but are only the point levels at which the several positions clustered.

<u>Position</u>	<u>Point Level</u>	<u>Salary Group</u>
Commissioner of Public Works Director of Administrative Services)) over 700	I
Commissioner of Health Corporation Counsel)) 675	II
City Auditor	565	III
Collector-Treasurer Director of Public Assistance Fire Commissioner Commissioner of Assessing)))) 530	IV
Building Commissioner	430	V
Purchasing Commissioner of Real Property Commissioner of Parks and Recreation Chairman, Boston Traffic Commission)))) 370	VI
Supervisor of Budgets Director of Civil Defense Penal Institutions Commissioner))) 335	VII
Supervisor of Personnel	295	VIII
Chairman, Election Commission Veterans' Benefits and Services Commissioner City Clerk Executive Officer, Boston Retirement Board Assistant Commissioner of Real Property))) below 250))	IX

It must be kept in mind that the numerical values of individual positions served only as a means for systematically obtaining a ranking of positions which was used as a guide in setting relative salary levels. They were not used for any other purpose.

APPENDIX - II

Table 1

PERCENT INCREASE IN EXECUTIVE SALARIES, 1936-61

	Jan. 1, 1936	July 1, 1961	% Increase 1936-61
Mayor	\$20,000	\$20,000	0%
Director of Administrative Services	—	15,000	—
Supervisor of Budgets	6,500	9,500	46%
Supervisor of Personnel	—	9,500	—
Purchasing Agent	7,500	9,500	27%
Commissioner of Assessing	7,500 ^a	13,500	80%
Associate Commissioner of Assessing	5,000 ^b	12,000	140%
City Auditor	8,580	12,000	40%
Building Commissioner	7,500	11,000	47%
City Clerk	7,000	10,000	43%
Chairman, Election Commission	7,000	8,500	21%
Health Commissioner	7,500	11,000	47%
Corporation Counsel	10,000	13,500	35%
Commissioner of Public Works	9,000	13,500	50%
Collector-Treasurer	7,580 ^c	12,000	58%
Veterans Benefits and Services Commissioner	6,000	8,500	42%
Commissioner of Real Property	—	9,500	—
Assistant Commissioner of Real Property	5,500 ^d	8,500	55%
Commissioner of Parks and Recreation	7,000	11,000	57%
Fire Commissioner	7,500	12,000	60%
Penal Institutions Commissioner	6,000	8,500	42%
Chairman, Boston Traffic Commission	7,500	9,500	27%
Director and Librarian	8,500	17,910	111%
Executive Officer, Boston Retirement Board	3,500	8,195	134%
Director of Hospitals	8,000 ^e	20,553	163%
Superintendent and Medical Director, Tuberculosis Sanatorium	4,000 ^f	10,563	164%
Superintendent, Long Island Hospital	4,500 ^g	10,610	136%
Director of Public Assistance	6,000	12,880	115%
Director of Civil Defense	—	10,500	—

- a. Salary of Chairman, Board of Assessors.
- b. Salary of Principal Assessor, Board of Assessors.
- c. Salary of Treasurer
- d. Superintendent of Public Buildings.
- e. Superintendent, City Hospital.
- f. Assistant Superintendent, Sanatorium Division.
- g. Medical Director, Long Island Hospital.

APPENDIX - II

Table 2

RELATIONSHIP TO MAYOR'S SALARY OF ELECTIVE AND EXECUTIVE SALARIES IN CITY OF BOSTON

	1936		1961		Proposed	
	Salary \$ 2,000	% of Mayor's Salary 10%	Salary \$ 5,000	% of Mayor's Salary 25%	Salary \$ 8,000	% of Mayor's Salary 25%
Councillors	20,000	100%	20,000	100%	32,000	100%
Mayor	---	---	---	---	---	---
Director of Administrative Services	---	---	15,000	75%	22,000	69%
Supervisor of Budgets	6,500	33%	9,500	47%	14,000	44%
Supervisor of Personnel	---	---	9,500	47%	13,000	41%
Purchasing Agent	7,500	38%	9,500*	47%	15,000	47%
Commissioner of Assessing	7,500	38%	13,500*	67%	18,000	56%
Associate Commissioner of Assessing	5,000	25%	12,000*	60%	13,000	41%
City Auditor	8,580	43%	12,000	60%	19,000	59%
Building Commissioner	7,500	38%	11,000	55%	16,000	50%
City Clerk	7,000	35%	10,000	50%	12,000	38%
Chairman, Election Commission	7,000	35%	8,500	42%	12,000	38%
Health Commissioner	7,500	38%	11,000*	55%	20,000	63%
Corporation Counsel	10,000	50%	13,500	67%	20,000	63%
Commissioner of Public Works	9,000	45%	13,500*	67%	22,000	69%
Collector-Treasurer	7,580	38%	12,000*	60%	18,000	56%
Veterans Benefits and Services Commissioner	6,000	30%	8,500	42%	12,000	38%
Commissioner of Real Property	---	---	9,500*	47%	15,000	47%
Assistant Commissioner of Real Property	5,500	28%	8,500	42%	12,000	38%
Commissioner of Parks and Recreation	7,000	35%	11,000*	55%	15,000	47%
Fire Commissioner	7,500	38%	12,000	60%	18,000	56%
Penal Institutions Commissioner	6,000	30%	8,500	42%	14,000	44%
Chairman, Boston Traffic Commission	7,500	38%	9,500	47%	15,000	47%
Director and Librarian	8,500	42%	17,910	90%	20,000	63%
Executive Officer, Boston Retirement Board	3,500	18%	8,195	41%	12,000	38%
Director of Hospitals	8,000	40%	20,553*	103%	25,000	78%
Superintendent and Medical Director	---	---	---	---	---	---
Tuberculosis Sanatorium	4,000	20%	10,563	53%	14,000	44%
Superintendent, Long Island Hospital	4,500	23%	10,610	53%	14,000	44%
Director of Public Assistance	6,000	30%	12,880	64%	18,000	56%
Director of Civil Defense	---	---	10,500	52%	14,000	44%

*Denotes change in duties or organization.

Table 4

RELATIONSHIP OF EXECUTIVE'S SALARY TO SALARY OF NEXT HIGHEST ECHELON IN CITY OF BOSTON

	1936	% of Department Head Salary	1961	% of Department Head Salary
<u>Election Department</u>				
Chairman	\$ 7,000	—	\$ 8,500	—
Commissioner	6,000	86%	7,500 ^a	88%
Executive Secretary	3,200	46%	7,204	85%
<u>Auditing Department</u>				
City Auditor	8,580 ^a	—	12,000	—
Deputy City Auditor	4,200	49%	9,748	81%
<u>Assessing Department</u>				
Commissioner of Assessing	7,500	—	13,500	—
Associate Commissioner of Assessing	5,000	67%	12,000	89%
Deputy Assessor	4,500	60%	10,375	77%
<u>Treasury Department</u>				
Collector-Treasurer	7,580 ^a	—	12,000	—
First Assistant Collector-Treasurer	3,800	50%	10,687 ^b	89%
<u>Administrative Division</u>				
Director	—	—	15,000	—
Administrative Secretary	—	—	8,195	55%
<u>Personnel Division</u>				
Supervisor of Personnel	—	—	9,500	—
Assistant Supervisor of Personnel	—	—	8,195	86%
<u>Purchasing Division</u>				
Purchasing Agent	7,500	—	9,500	—
Assistant Purchasing Agent	3,400	45%	8,195	86%
<u>Budget Division</u>				
Supervisor of Budgets	—	—	9,500	—
Principal Budget Analyst	—	—	8,195	86%
<u>Law Department</u>				
Corporation Counsel	10,000	—	13,500	—
Assistant Corporation Counsel	5,000	50%	8,039	60%
<u>City Clerk</u>				
City Clerk	7,000	—	10,000	—
Assistant City Clerk	4,000	57%	7,700	77%
<u>Real Property Department</u>				
<u>Property Division</u>				
Commissioner of Real Property	—	—	9,500	—
Executive Secretary	—	—	6,212	65%
<u>Buildings Division</u>				
Assistant Commissioner of Real Property	5,500	—	8,500	—
Deputy Superintendent of Public Buildings	4,000	73%	7,204	85%
<u>Boston Retirement Board</u>				
Executive Officer, Retirement Board	3,500	—	8,195	—
Assistant Executive Officer	2,500	71%	6,708	82%
<u>Fire Department</u>				
Fire Commissioner	7,500	—	12,000	—
Chief of Department	6,500	87%	11,940	99%
<u>Building Department</u>				
Building Commissioner	7,500	—	11,000	—
Deputy Building Commissioner	3,500	47%	8,195	75%
<u>Civil Defense</u>				
Director	—	—	10,500	—
Deputy Director	—	—	8,036	77%
<u>Boston Traffic Department</u>				
Commissioner	7,500	—	9,500	—
Chief Traffic Engineer	4,000	53%	8,939	94%
<u>Public Works Department</u>				
Commissioner	9,000	—	13,500	—
Division Engineer (Water)	6,000	67%	10,375	77%
<u>Health Department</u>				
Health Commissioner	7,500	—	11,000	—
Director, Section of Medical Services	6,000	80%	9,748	89%
<u>Hospital Department, Boston City Hospital</u>				
Director of Hospitals and Sup't. of Boston City Hospital	8,000 ^a	—	20,553	—
Assistant Superintendent, Boston City Hospital	5,000	63%	9,187	45%
<u>Sanatorium Division</u>				
Superintendent and Medical Director	4,000 ^c	—	10,563 ^c	—
Executive Assistant and Chief Resident Physician	4,000 ^c	100%	11,314 ^c	107%
<u>Long Island Hospital</u>				
Superintendent	4,500 ^c	—	10,610 ^c	—
Resident Physician	2,700	60%	5,827	55%
<u>Welfare Department</u>				
Director of Public Assistance	6,000	—	12,880	—
Deputy Director of Public Assistance	4,000	67%	11,314	88%
<u>Veterans' Services Department</u>				
Commissioner of Veterans Benefits	6,000	—	8,500	—
Deputy Commissioner of Veterans Benefits	3,000	50%	6,708	79%
<u>Parks and Recreation Department</u>				
Commissioner of Parks and Recreation	7,000	—	11,000	—
Chief Engineer, Parks and Recreation Department	4,000	57%	8,939	81%
<u>Penal Institutions Department</u>				
Penal Institutions Commissioner	6,000 ^c	—	8,500 ^c	—
Deputy Commissioner	3,500	60%	7,700	91%
Master, House of Correction	3,600	68%	7,908	93%
<u>Library Department</u>				
Director and Librarian	8,500	—	17,910	—
Chief Librarian	7,000	82%	13,084	73%

a. Including allowances for services to Suffolk County and Sinking Fund Commission.
b. Including \$1500 allowance to Sinking Fund Commissioners.
c. Plus maintenance and living quarters.

APPENDIX - III

Table 1

AVERAGE COMPENSATION OF CHIEF EXECUTIVES AT DIFFERENT LEVELS OF NET SALES, 1959^a

	<u>\$30 Million</u>	<u>\$100 Million</u>	<u>\$400 Million</u>
Air Transport	\$64,000	\$ 70,000	\$ 78,000
Aircraft and Missiles	59,000	86,000	134,000
Automotive	58,000	88,000	142,000
Building Materials	59,000	90,000	149,000
Business Machines	62,000	103,000	184,000
Chemicals	57,000	92,000	160,000
Consumer Durables (except auto)	65,000	92,000	136,000
Department Stores	54,000	78,000	122,000
Electrical Equipment	57,000	82,000	126,000
Electronics	68,000	94,000	135,000
Food	55,000	76,000	110,000
Food & Drug Chains	78,000	95,000	121,000
Industrial Metal Products	74,000	96,000	128,000
Large Diversified Companies	-----	140,000	168,000
Machinery (except electrical)	65,000	90,000	130,000
Nonferrous Metals	66,000	103,000	169,000
Paper	63,000	89,000	134,000
Petroleum	66,000	92,000	131,000
Public Utilities	53,000	77,000	120,000
Railroads	55,000	78,000	118,000
Rubber	50,000	78,000	131,000
Soaps, Cosmetics, Pharmaceuticals	66,000	110,000	196,000
Steel	57,000	95,000	171,000
Textiles	71,000	89,000	115,000
Tobacco	70,000	102,000	157,000
All Industries	61,000	88,000	133,000

a. Includes salary bonus and deferred compensation.

SOURCE: P. 146, Exhibit II, "Trends in Executive Compensation", Arch Patton, Harvard Business Review, September - October, 1960.

APPENDIX - III

Table 2

SALARIES OF TOP LEVEL EXECUTIVES OF LARGEST PUBLIC UTILITIES IN THE BOSTON AREA - 1960

<u>Utility</u>	<u>Chief Executive</u>	<u>2nd Highest Paid Official</u>	<u>3rd Highest Paid Official</u>	<u>Total Employees</u>	<u>Operating Budget</u>	<u>Capital Budget</u>
A	\$ 65,000	\$50,000	\$40,000	3,984	\$ 71,961,683	\$ 37,165,555
B	55,000	33,000	27,600	1,814	28,363,226	4,430,890
C	100,000	60,000	50,000	33,784	256,594,087	115,439,710

SOURCE: State Department of Public Utilities.

Table 3

COMPARATIVE SALARIES OF TOP LEVEL ELECTIVE AND EXECUTIVE POSITIONS IN MAJOR U.S. CITIES, 1961

City	1960 Population (1000's)	Current Operating Expenditures, 1959 (\$1,000's) ^a	Total Full- Time Employees October 1959 (1000's) ^b	City Councillor	Mayor	Director of Administrative Services (Director of Finance)	Supervisor of Budgets	Supervisor of Personnel	Purchasing Agent	Commissioner of Assessing	City Auditor (Controller)	Building Commissioner
New York	7,782	\$974,242	187	\$ 7,000	\$40,000 ^c	\$-----	\$25,000	\$25,000	\$20,000	\$20,000	\$30,000 ^e	\$22,500
Chicago	3,550	240,546	37	8,000	35,000	-----	24,000	\$11,592 - 16,308	22,500	-----	24,000	24,000
Los Angeles	2,479	165,533	33	12,000	25,000 ^d	-----	\$14,832 - 18,480	19,500	19,000	-----	18,000 ^e	20,600
Philadelphia	2,003	171,620	27	15,000	30,000	26,500	18,000	18,000	16,500	17,250	20,000	20,000
Detroit	1,670	153,956	26	12,000	25,000	-----	16,592 - 17,342	15,844 - 17,342	17,342	16,284	20,506	17,342
Baltimore	939	89,108	16	4,200	15,000 ^d	-----	19,300	14,880	13,440	13,776	10,000 ^e	14,000
Houston	938	45,949	8	3,600	20,000 ^d	12,681	9,516	12,670	11,418	11,999	8,400 ^e	8,640
Cleveland	876	66,078	14	5,000	25,000	17,394	-----	9,414 - 12,726	\$ 9,414 - 12,726	-----	-----	\$10,170 - 13,692
Washington, D.C.	764	135,959	17	-----	-----	\$16,530 - 17,570	15,255 - 16,295	15,255 - 16,295	13,730 - 15,030	\$13,730 - 15,030	-----	15,255 - 16,295
St. Louis	750	69,295	13	3,000	25,000	-----	9,524 - 11,576	15,513 - 18,858	10,000 - 12,155	13,402 - 16,289	\$17,960 - 21,831 ^e	13,402 - 16,289
San Francisco	743	83,878	16	4,800	31,980	-----	14,544 - 17,688	17,268 - 20,988	16,440 - 19,992	24,600 ^e	22,572 - 27,444	13,848 - 16,848
Milwaukee	741	44,592	9	9,000	24,000 ^d	-----	13,800 - 16,560	13,800 - 16,560	12,600 - 15,120	15,840 - 18,900	16,800	13,800 - 16,560
BOSTON	697	102,626	17	5,000	20,000	15,000	9,500	9,500	9,500	13,500	12,000	11,000
Dallas	680	35,360	7	1,040	-----	-----	-----	9,603	-----	-----	15,623	10,319
New Orleans	628	44,233	9	7,500	25,000 ^d	12,000	NA	NA	NA	NA	NA	11,400
Pittsburgh	604	44,150	6	10,000	20,000	-----	10,596	6,830	13,523	12,300 ^k	16,700	10,596
San Antonio	588	19,969	6	1,040	-----	12,000	6,930	8,700	7,260	8,340 ^f	6,960	8,700
San Diego	573	28,992	4	5,000	-----	-----	15,349	14,616	13,260	-----	16,116	15,349
Seattle	557	35,068	8	10,000	20,000	13,000	11,000	10,500	11,000	-----	12,000 ^e	12,000
Buffalo	533	38,084	6	6,000	20,000	-----	13,000	-----	9,000	10,000	15,000 ^e	10,000
Cincinnati	503	41,491	7	8,000	-----	15,797 - 18,524	9,784 - 11,433	11,706 - 13,888	11,706 - 13,888	-----	9,784 - 10,887	10,887 - 12,524

SOURCE: Replies to Bureau questionnaire. NA - No answer received.

a. For general expenditures, except education, but including water supply.

From U.S. Bureau of the Census, Compendium of City Government Finances in 1959 (1960).b. Employees for all City functions, except education, but including water supply. From U.S. Bureau of the Census, City Employment in 1959 (1961).

c. Plus official residence.

d. Plus expense allowance.

e. Elective.

f. Also Collector.

g. Plus \$5000 in state fees.

h. Fire Chief.

i. Traffic Engineer.

j. New York - \$25,000 (est.), Brooklyn - \$19,000 - \$25,000, Queens - \$18,000.

k. County position.

Assistant Commissioner of Real Property	Commissioner of Parks and Recreation	Fire Commissioner	Penal Institutions Commissioner	Chairman, Boston Traffic Commission	Director and Librarian	City Clerk	Health Commissioner	Corporation Counsel	Commissioner of Public Works	Collector- Treasurer	Commissioner of Real Property	Director of Public Assistance	Director of Civil Defense	Executive Officer, Retirement Board
\$15,000	\$25,000	\$25,000	\$20,000	\$22,500	j	\$15,000	\$22,500	\$25,000	\$25,000	\$20,000	\$20,000	\$22,500	\$17,500	\$16,000
NA	-----	30,000	15,000	-----	14,076 - 19,824	15,000	20,000	30,000	24,000	17,000	NA	-----	12,000	NA
\$13,284 - 16,620	20,600	20,600 ^h	-----	20,000 ⁱ	\$20,600	20,000	20,600	23,000 ^e	20,600	20,000	18,900	-----	12,450	16,700
13,500	20,000	18,000	18,000	-----	18,000	NA	22,000	26,500	24,000	20,000	20,000	22,000	NA	-----
10,062 - 11,006	\$18,531 - 20,506	15,698 ^h	15,534	\$14,833 - 17,342	17,342	17,500 ^e	19,331 ^g	20,506	20,506	17,500 ^e	\$11,780 - 12,872	\$15,367 - 17,342	3,000	\$12,662 - 13,948
7,824	13,440	12,600 ^h	-----	18,000	16,000 - 18,000	13,200	15,000	17,500	17,500	12,000	-----	15,000	11,800	12,840
12,755	12,052	13,200 ^h	-----	15,204	10,122	16,608	17,500	16,880	16,068	14,974	-----	-----	10,774	5,484
-----	9,414 - 12,726	14,520 ^h	-----	-----	15,500	-----	17,274	17,556	17,394	\$ 9,414 - 12,726	14,568	13,692	13,350	-----
13,730 - 15,030	15,255 - 16,295	15,000 - 17,100 ^h	\$15,255 - 16,295	13,730 - 15,030 ⁱ	15,255 - 16,295	\$ 6,448 - 7,836	\$16,530 - 17,570	18,500	\$16,530 - 17,570	13,730 - 15,030	15,255 - 16,295	16,530 - 17,570	\$13,730 - 15,030	-----
5,849 - 7,108	12,155 - 14,775	11,576 - 14,071	8,228 - 10,000	11,576 - 14,071	12,000 - 15,120	15,660 - 19,044	14,071 - 17,104	\$16,289 - 19,800	13,402 - 16,289	14,000 ^e	6,141 - 7,463	12,155 - 14,775	8,638 - 10,500	-----
11,964 - 14,544	16,044 - 19,500	19,260 ^h	-----	12,264 - 14,904	12,564 - 15,276	10,920 - 13,200	18,576 - 22,572	24,600 ^e	19,500 - 23,700	19,200 ^e	-----	15,660 - 19,044	10,860 - 13,188	14,196 - 17,268
9,960 - 12,000	-----	15,840 - 18,900	-----	12,600 - 15,120 ⁱ	NA	-----	18,000 - 21,600	18,000	18,000 - 21,600	16,800	12,600 - 15,120	-----	10,711	12,600
8,500	11,000	12,000	8,500	9,500	17,910	10,000	11,000	13,500	13,500	12,000	9,500	12,880	10,500	8,195
-----	-----	14,906 ^h	-----	13,616	12,600	-----	15,192	21,416	16,912	15,623	-----	-----	NA	NA
10,800	10,200	12,000	-----	NA	9,000 - 12,000	NA	12,000	11,196	12,000	NA	11,400	NA	NA	NA
7,171	13,523	11,682 ^h	-----	11,682	15,230	10,596	-----	14,199	14,199	16,253	13,523	-----	15,000	7,992
-----	9,960	10,535 ^h	-----	NA	8,340 - 10,920	8,700	13,800	13,800	12,000	-----	7,980	-----	NA	NA
8,988	15,349	16,920	-----	13,260	12,324 - 14,616	10,908	-----	25,020 ^e	19,596	12,024	-----	-----	9,432	9,432
-----	14,000	15,000 ^h	-----	11,000 ⁱ	13,000	-----	17,000	18,000 ^e	18,000	12,000 ^e	-----	-----	-----	10,500
-----	13,500	13,500	-----	9,100 ⁱ	11,800 - 15,180 ^k	9,500	-----	16,500	16,500	10,000	-----	-----	NA	NA
10,887 - 12,524	10,887 - 12,524	12,135 - 14,371 ^h	-----	-----	15,000 ^k	9,089	15,797 - 18,524	15,797 - 18,524	15,797 - 18,524	9,227 - 10,887	-----	-----	-----	-----

APPENDIX - III

Table 4

SALARIES OF EXECUTIVES OF OTHER GOVERNMENTAL JURISDICTIONS IN BOSTON AREA

Boston School Department

Superintendent of Schools	\$25,000
Deputy Superintendent	18,064
Business Manager	18,064
Assistant Superintendent	16,064

Boston Redevelopment Authority

Development Administrator	\$30,000
Deputy Development Administrator	22,000
Director of Administrative Management	20,000
Planning Administrator	18,000
Executive Director	18,000

Metropolitan Transit Authority

General Manager	\$40,000
Business Manager	25,000
Treasurer-Comptroller	22,000
General Attorney	22,000
General Counsel	22,000
Chief Engineer, Engineering Department	20,000

APPENDIX - III

Table 5

BED CAPACITIES AND APPROPRIATIONS FOR OPERATION AND MAINTENANCE OF STATE, COUNTY AND CITY OF BOSTON INSTITUTIONS

	<u>Bed Capacity</u>	<u>Appropriations 1961 Fiscal Year</u>
<u>State Institutions</u>		
Lakeville	210 (35 TB beds)	\$1,251,684
Lemuel Shattuck	413	4,159,782
Rutland	230 (192 TB beds)	1,338,830
Tewksbury	1826	4,136,355
Westfield	191 (101 TB beds)	1,550,450
	<u>Tuberculosis Bed Capacity</u>	<u>Appropriations 1960 Fiscal Year</u>
<u>County Institutions</u>		
Barnstable	16	\$ 566,758
Bristol	70	462,490
Essex	220	1,313,208
Hampshire	60	163,481
Middlesex	350	1,629,166
Norfolk	180	942,488
Plymouth	125	780,585
Worcester	122	989,472
<u>City of Boston Institutions</u>		
Long Island Hospital	1139 (700 Hospital) (439 Dormitory)	\$2,448,150
Tuberculosis Sanatorium	590	2,182,856

APPENDIX - III

Table 6

EXPENDITURES, STAFF AND SALARY OF LIBRARY ADMINISTRATORS IN LARGEST CITIES

	Salary of Library Administrator <u>1961</u>	Total Expenditures <u>1960</u>	Total Staff <u>1961</u>
New York	\$ <u> </u> ^a	\$12,036,800	2112
Brooklyn	19,000 - 25,000	5,735,900	809
Queens Borough	18,000	4,441,900	838
Chicago	14,076 - 19,824	7,014,100	1112
Los Angeles	20,600	4,966,900	895
Philadelphia	18,000	3,848,900	697
Detroit	17,342	4,555,200	687
Buffalo and Erie County	11,800 - 15,180	2,897,800	542
Baltimore	16,000 - 18,000	2,647,200	554
Houston	10,122	605,300	140
Cleveland	15,500	4,590,600	820
Cincinnati and Hamilton County	15,000	2,510,300	453
Washington, D.C.	15,255 - 16,295	2,495,500	413
St. Louis	12,000 - 15,120	1,711,500	375
San Francisco	12,564 - 15,276	1,958,400	236
Milwaukee	NA	-----	-----
BOSTON	17,910	3,289,900	594
San Antonio and Bexar County	8,340 - 10,920	448,800	112
Dallas	12,600	1,106,800	199
New Orleans	9,000 - 12,000	NA	123
Pittsburgh	15,230 ^b	1,879,700	384
San Diego	12,324 - 14,616	1,185,200	200
Seattle	13,000	1,659,400	318

a. Estimated at \$25,000 - \$14,000 from City appropriations plus an unknown amount from the income of trust funds.

b. Includes \$2000 as Dean of Carnegie Library School.

SOURCE: Enoch Pratt Free Library, Baltimore, Maryland,
SALARY STATISTICS FOR LARGE PUBLIC LIBRARIES FOR 1960
and GENERAL STATISTICS FOR 1960.

